NBRSS Today

Supporting Scientific Research through Business Solutions

August, 2001

"The art of progress is to preserve order amid change and to preserve change amid order."
Alfred North Whitehead

Welcome to our publication, which has been established to keep the NIH community informed about the ongoing activities of the NIH Business and Research Support System (NBRSS) Project. We are forging ahead with Phase II, project implementation. Our Functional Teams, representing all of the administrative and business areas addressed by the NBRSS, are working diligently as they compare current NIH business processes to future processes that will be employed with NBRSS implementation. The Project Resource Teams (RTs) have been established and are actively meeting with their respective Functional Teams. RT members are providing their specific expertise, as they are most familiar with current processes. Functional Advisory Committee (FAC) membership has been approved by the Steering Committee, and co-chairs have been named. FAC meetings are slated to commence in August, at which time FAC members will begin reviewing and approving proposed future business processes. Active and regular participation from the RTs and FACs is a critical factor for successful implementation and utilization of the NBRSS. Read about what the teams have been working on and what might be in it for you.

Jan Maltbie, the former Assistant Director for Human Resources with the Office of Research Services, is leading the Enterprise Human Resources and Payroll (EHRP) Project. Read our interview with Jan to learn more about the EHRP capabilities and implementation status. Stay tuned as the NBRSS Project progresses!

Colleen Barros
Project Manager, NBRSS

<u>News & Highlights</u>:

Staffing Update - The Project Management Structure reflects positions and the respective incumbents that have been approved to date. < http://nbs.nih.gov/mgmt_struc.html>

Project Status – The Project is in the Design mode of Phase II, which includes the development of models for each business process in each functional area. During this phase, the RTs and the larger NIH community have a unique opportunity to help shape the way the NIH will conduct future business.

The Functional Team members, in concert with KPMG Systems Integration staff and Change Management Specialists, have been critically examining current business practices, eliminating those no longer essential, and adapting business processes, where necessary, to incorporate best practices imbedded in the NBRSS software. Resulting are process packages, each consisting of a "map" of the future business process; a narrative describing all components of the map; a listing of the process variations; and an assessment describing how the organization will be impacted by the process implementation.

Key to this effort is the active involvement and participation of the NIH community. The RTs and FACs have been established for each functional component of the project, including financial management, travel, acquisition/supply, service and supply fund, research and development contracts, and property. RTs, comprised of highly energetic and talented individuals, bring a wealth of knowledge and expertise to each business area and have begun meeting weekly with their respective Functional Teams. RT members provide valuable input from the working level perspective. Together, the teams are refining the process packages for recommendation to their respective FAC.

The Administrative Management Systems Steering Committee (AMSSC) has approved FAC membership, and two co-chairs have been selected for each FAC – one to represent the Office of the Director central office and one for Institute/Center (IC) representation. The FACs consist of leaders in the scientific and business communities who will provide policy oversight as each functional component is implemented. FAC members will review and approve the recommended future business process packages. Any issue that cannot be resolved at this level will be presented to the AMSSC for decision. Please click here for a listing of the FAC members and RT members. <http://nbs.nih.gov/index.html>

An inside look at the Functional Teams…
Financial Management – The Finance Team is using the Oracle Financials software as a guide to develop a new management account structure called the Chart of Accounts, which will provide IC staff with enhanced administrative capabilities. These include greater flexibility to reorganize; more options for classifying data through the creation of independent segments; the provision of links to fully integrated sub-accounts, such as grants; and improved support for activities such as year-end closing.

Property – The Property Team is configuring Oracle Assets and Datastream software to perform property management functions. Oracle Assets will contain financial data for capitalized property, which are items with a value of $25,000 or greater requiring calculation of depreciation. Datastream will provide additional tracking and maintenance functions related to NIH personal property, such as tracking property locations, transfers, loans, property passes, and disposal. Datastream will also provide the capability to collect data on maintenance agreements and inspection reports and generate work orders or requisitions for repair requests.

Acquisition/Supply - The Supply Chain Team, consisting of the acquisition and supply inventory modules, is developing the numerous processes involved in the "Requisition to Accounts Payable" cycle, through application of the Oracle Purchasing and Compusearch PRISM software package. Ultimately, workflow through this process will be streamlined and include system enhancements, such as generation of prompt e-mail notifications regarding status from the requisition to the award phase of the acquisition.
Inventory – These functional experts have begun laying the groundwork for a fully integrated NIH inventory system, which will be web-based and include a number of beneficial features for customers. Specific improvements include easier supply ordering using the "shopping cart" concept and providing customers with more information like stock availability and the status of orders.

Research and Development (R&D) Contracts – The R&D Contracts Team is facilitating implementation of the R&D Contracts Module, using Oracle Purchasing and Compusearch PRISM software. This software provides an integrated solution for automating and standardizing the processing of R&D contracting requirements. By exploiting the features of the software, the team is facilitating improvements to the R&D contracting process that are essential for achieving maximum effectiveness and efficiency in this critical business function. The expected result will be a more efficient, agile, and business-oriented contracting process for serving the needs of the NIH extramural research community.

Travel – The Travel Team is working with the Gelco Travel Manager ™ software product to provide the travel services that are not available in the Oracle ERP System. Interfaces are being developed that will allow travel documents to be processed in the Oracle Financials System. The Travel Team is working on detailed process documentation that will occur in the new system for all areas of travel; domestic, foreign, local, sponsored, patient, and permanent change of station. Developmental tasks include identifying areas where the new system will impact the NIH user community and mapping required approval paths for each travel document.

Service and Supply Fund (SSF) - The SSF Team is fashioning the Oracle Projects software package to support work order entry, project costing, and project billing. A project is a primary unit of work that can be broken down into one or more tasks. Oracle Projects is a powerful database that tracks detailed transactions for project management and financial accounting, has many business elements and practices built into it, and provides a

flexible approach to defining and structuring projects, tasks, and budgets by which to monitor project status.

Executive Corner:

The NBRSS regrets the departure of its Change Management Director. Fred Walker recently accepted a position as the Deputy Director, OHRM. Although it is not yet determined when Mr. Walker will start in his new position, the Project Manager is actively seeking a replacement for this critical position.

The AMSSC notes the departure of Mr. Pedro Morales from the Committee and welcomes Mr. Lawrence Self, the new Director of the Office of Equal Opportunity, as a new member.

The AMSSC will continue to meet on the 2nd and 4th Thursdays of the month. For an updated listing of the members and most recent meeting minutes, please click here. < http://nbs.nih.gov/index.html>

Special Feature-EHRP Update:

In our June edition of *NBRSS Today*, we informed you that the NBRSS Project had recently been expanded to include the EHRP Project. We are pleased to provide you with an update on the EHRP and our plans for implementing this new system at the NIH.

So, why are we implementing the EHRP? Over a year ago, the Department of Health and Human Services (DHHS) initiated an effort to replace its existing human resources (HR) and payroll system (called IMPACT) with a new, state-of-the-art product, based on PeopleSoft's web-based HR Management System for the Federal Government.

The DHHS sponsored system will provide an easy to use tool for:

- managers to manage their workforce strategically;
- HR staff to carry out their functions quickly and efficiently;
- employees to enter change specific personal information from their desktops; and
- DHHS to enhance HR/Payroll operations, reduce its dependence on paper processes, and minimize the number of duplicative systems in use.

One of the most significant strengths of the PeopleSoft product is that personnel data is managed by "position" (both vacant and filled) rather than by "employee" (i.e., filled positions). With this approach, position specific data is attached to the positions, and as individuals are hired into or leave their positions, the data can be used as the basis for various HR management decisions, such as organizational planning, recruitment, and budgeting.

The PeopleSoft system will eventually handle HR actions for all of NIH's Civilian employees. The new system will consist of two primary processes: 1) *Processing*

Personnel Actions Requests (PARS) and 2) *Base Benefits*. It is within *PARS* that employees are hired and essential HR information about them and the jobs they perform are tracked and maintained to meet NIH's reporting needs.   *PARS* allows electronic routing of forms for hiring new employees, promotions, reassignments, and other personnel actions, while *Base Benefits* enables the management of all types of employee benefits, including health, life, and Thrift Savings Plan.

The DHHS plans a phased approach for implementing the PeopleSoft product across the Department during the time period of February to October 2002.   The implementation schedule for the NIH will be decided soon.

Jan Maltbie is leading the NBRSS EHRP effort and is pleased to welcome Stella Griffin, Personnel Officer for the NIH Office of the Director, as a member of the EHRP team. KPMG Consulting, skilled in the PeopleSoft product and change management, have been partnered with the NBRSS EHRP staff.

The success of the EHRP effort at NIH largely depends on a strong partnership between the NBRSS team and the ICs; therefore, a call for nominations will soon be issued to the Executive Officers for membership in the EHRP FAC and RT. The FAC will consist of leaders in the scientific and business communities to provide policy oversight as the PeopleSoft software is implemented, and the RT will include representatives to provide the NBRSS EHRP functional team with input from the working level perspective. The AMSSC will approve FAC membership.

The NBRSS EHRP team is engaged in activities to support the implementation of the EHRP at NIH.   To date, their efforts have focused on:

- collaborating with the DHHS and developing a detailed project plan for implementation of the PeopleSoft system at NIH;
- working with the IC Personnel Officers to prepare the NIH HR data for migration to the new PeopleSoft system;
- assessing the HR data requirements for the NBRSS and developing a strategy for ensuring that the required HR data is provided to the NBRSS; and
- developing an approach for supporting NIH HR legacy applications after deployment of the EHRP.

<u>Change Management</u>:

"At first people refuse to believe that a strange new thing can be done, then they begin to hope it can be done, then they see that it can be done—then it is done and all the world wonders why it was not done centuries ago."—Francis Hodgson Burnett

Employees experiencing change may undergo four phases: disbelieving, balking, testing, and adapting. In the *disbelieving* stage, change is seen as a threat to the status quo, upsetting current business processes and questioning the validity of widely accepted

practices. With b*alking*, letting go of the past is extremely difficult as employees fervently hold on to and defend the old way of doing business. Employees may exhibit their resistance in this phase by refusing to attend information sessions, training activities, or bad-mouthing the project. When the stage of *testing* is reached, employees begin to see the value of change as an effort is made to seek and test ways to feel more comfortable about the change. They want to examine the benefits of using the new processes and determine for themselves if this new procedure will work to their advantage. Finally, with *adapting*, employees feel comfortable with the change and are ready to adapt to and embrace the new processes and practices.

Change Management views community involvement and participation of all employees as a critical success factor in the acceptance of any organizational change. The opportunity to provide input in all phases of the change establishes a sense of trust between those that initiated the change and those who will be affected, and it decreases resistance to change by creating a sense of ownership for the group most impacted. It also provides an inside look at the new processes; thereby, allaying fears and doubts that the change will negatively impact the business processes and the work.

The NBRSS Management Structure incorporates community input through membership in the RTs and FACs. The RTs, subject matter experts of the user community who provide advice from a working level perspective, collaborate to define the current business process and design the future processes of their respective functional areas. The FACs represent the management and policy level of end user and evaluate proposed business processes, policy or delegation of authority changes, and system usability to ensure that proposed changes are consistent with the best practices in the industry. For more information and to read the Change Management Plan, click on http://nbs.nih.gov/opdocs/documents.html.

Communication – Project orientations were held for the RT and FAC members. These teams, in addition to being functional advisors, serve an equally important role as two-way communication conduits for the project. The members will be communicating project information within their ICs, ODs, and larger communities. In turn, they will relay concerns and questions from these groups back to their functional team for appropriate action. A formal Communication Plan is being developed to provide guidance about how Project information will be disseminated.

The current website, *NBS Matters*, provides information about the NBRSS project and will be maintained while a new site is being developed. <URL to existing site>

Training and Workforce Planning – We have begun developing an end-user training strategy and analyzing some training tools, such as Oracle Tutor, that will help orient the end-users to the new Oracle software. A training schedule will be planned in accordance with the deployment of each functional module.

Questions/Feedback: For information, comments, or questions about the NBRSS project or newsletter, contact Marina Gregory at mailto:gregorym@mail.nih.gov. The next distribution of *NBRSS Today* is scheduled for September.